

1 April 1953

MEMORANDUM FOR: Colonel White

1. It is difficult to communicate in writing my comments on the problem involved in the accompanying papers because it is one of relationships between personalities. George Maloon feels with great intensity that represents the continuing possibility of pushing through to the Career Service Board policies and programs which are at variance with those of the Personnel Office. In other words, he sees the hazard of a dualistic personnel organization in the present arrangement. I am sure that this explains why the Personnel Office proposes (Tab 2) that the CIA Career Service Regulation be revised to change the duties of the Secretariat. The revision attempts to point out that "The Personnel Office will provide a Secretariat and an Executive Secretary for the CIA Career Service Board." The Regulation as approved by the Career Service Board states that "The Career Development Staff of the Personnel Office serves as the Secretariat of the Career Service Board and the Chief, Career Development Staff as the Executive Secretary of the Board." Also, the proposed Personnel revision wipes out the function of the Secretariat to make "recommendations to the Career Service Board concerning improvement of the Career Service Program," thereby emphasizing the clerical-administrative role of the Secretariat.

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2. I am skeptical about adopting the Personnel recommendation. I certainly agree that it is desirable to bring the personnel and career service programs into a more unified arrangement, but feel that this must be done with full recognition of the sensitivity of the problem. Many people in the Agency feel that the Career Service Program emerged because of the lack of an aggressive and imaginative personnel program and that it is a mechanism to overcome the deficiencies in Personnel Office leadership. These people, I am confident, would make an issue of any effort which might be interpreted as a move by Personnel to get a tighter control on the operations of the Career Service Board. At such time as these people have confidence that the Personnel Office is interested in developing a personnel program which is responsive to the Agency's special needs, then I feel they will not concern themselves about the organization of the Secretariat, i.e., whether Personnel provides the Secretariat or if it exists in its present relationship which is partially^{1/2} dependent of Personnel.

3. If it were not for present personality conflicts, the existing arrangement would seem to me to furnish an excellent bridge between the Personnel Office and the Career Service Board. A final observation is that

the explanation given by the Personnel Office for coming up with this revision at this time, despite its approval prior to Career Service Board action, is that very recently a reorganization plan has been under consideration. This plan would merge [] Career Development Staff with the Research and Planning Staff of the Personnel Office. This rationale does not sound too convincing. In addition, the question should be considered as to whether it would be entirely discreet to consolidate the Career Development Staff, which includes Career Board Secretariat functions, with another component of the Personnel Office.

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